



**Annual Report
2002-2003**

Saskatchewan Legal
Aid Commission

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Mission

We promote access to justice for people facing serious legal problems who cannot otherwise afford help.

Vision

We provide a full range of legal services for all people in need.

Values

We value **INTEGRITY** therefore:

we conduct ourselves with honesty and openness and in an ethical fashion

We value **RESPECT** therefore:

we recognize diverse cultures, needs, and perspectives

we practice respect in our relationships

We value **INNOVATION** therefore:

we anticipate and plan for the future

we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:

we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:

we strive for the best possible outcomes for clients

we introduce and acknowledge best practices

we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:

we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:

we are accountable for quality services and the efficient use of public resources

we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:

we encourage our employees to find ways to connect with the needs of our clients

we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

Highlights of 2002-03

- Served **over 22,000** applicants
- Robert Gibbings, Q.C., appointed Chair in November 2002
- Began implementation of the Commission's Strategic Plan for 2002-2003
- Participated in the evaluation of the Northern Cree Court
- Received the first grant from an endowment fund trust established for legal aid by the Law Foundation of Saskatchewan
- With funding from the Law Foundation of Saskatchewan, began the implementation of the recommendations of the Client Service Standards Project
- Evaluated the Duty Counsel Pilot project for adults in-custody in Regina and Saskatoon
- Implemented the Out of Scope Employees Job Evaluation Plan (following the implementation of the In-Scope Employees Job Evaluation Plan in 2002)
- Made a presentation to the Commission on First Nations and Metis Peoples and Justice Reform in November 2002

Legislative Mandate

The Legal Aid Act and The Legal Aid Regulations provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Commission Profile

The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

The Saskatchewan Plan has been in existence since 1974.

The Saskatchewan Plan uses a salaried staff delivery model for most of its applicants. In 2002-2003, the Plan had 141 staff positions (72 lawyers, 16 legal assistants, and 53 administrative and support staff) located in 14 offices throughout the province. The services of private practice lawyers may be used where the Chief Executive Officer of the Commission believes it would better serve the client.

Applicants are financially eligible for services if:

- they are receiving income from social assistance; or
- their financial resources are at social assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to social assistance levels.

To illustrate with a couple of examples, in 2002-2003, financially eligible persons included single people making less than \$12,000 (net) per year and families with four children with incomes less than \$23,000 (net) per year.

Legal services are provided to financially eligible applicants **if** the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and **if** the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth), and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

The Provincial Government, through Saskatchewan Justice, funded The Saskatchewan Legal Aid Commission. By agreement, the Government of Canada reimburses the Province for some legal aid expenditures on adult criminal matters and young offender matters.

Letter of Transmittal

Minister of Justice
and Attorney General



SASKATCHEWAN

Legislative Building
Regina, Saskatchewan S4S 0B3



Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the
Annual Report of The Saskatchewan Legal Aid Commission
for the year ending March 31, 2003.

Respectfully submitted,

A handwritten signature of The Honourable Eric Cline, Q.C., written in dark ink.

The Honourable Eric Cline, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal



Saskatchewan
Legal Aid
Commission

Central
Office

Robert J. Gibbings, Q.C.,
Chairperson

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THE HONOURABLE ERIC CLINE, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

Dear Mr. Cline:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2002-2003 fiscal year.

Respectfully submitted,

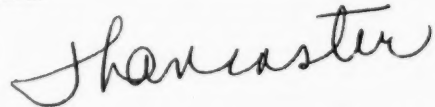
A handwritten signature in dark ink, appearing to read "Robt J. Gibbings".

Robert J. Gibbings, Q.C.
Chairperson

A Message from the Chief Executive Officer

I am pleased to share the accomplishments and challenges of the past year.

- Robert Gibbings, Q.C., was appointed Chair of the Saskatchewan Legal Aid Commission in November 2002, replacing Barry Singer, Q.C., who was appointed Provincial Court Judge. Mr. Gibbings had been one of the appointments from the Saskatchewan Law Society, and had been a member of the Commission since 1998.
- Strategic Plan - successfully completed Year 1 of the Saskatchewan Legal Aid Commission's three year Strategic Plan. There were twenty (20) strategic objectives reviewed and reported on by various staff and management committees. A number of the objectives are ongoing, and will continue in Year 2, and eight (8) objectives have been completed, and are now transferred to operations of the Commission. Planning with a sub-committee of Commissioners, Legal Directors and management commenced in March, 2003, for Year 2 of the Commission's Strategic Plan.
- Our strategic plan has provided an excellent roadmap to allow all of us - Commissioners, management and staff - to identify our issues and objectives. Legal Aid has often been reactive as caseload demands are driven by external factors, such as economy, court decisions, or new legislation. This allows the Commission to be proactive in areas of particular concern such as client services, working with Aboriginal people and communities, developing expertise in the areas of law that Legal Aid provides service.
- Commission on First Nations and Metis Peoples and Justice Reform Commission - In November 2002, the Saskatchewan Legal Aid Commission provided a written presentation and appeared before the First Nations and Metis Peoples and Justice Reform Commission. The CEO and three commissioners, Chair Robert Gibbings, Q.C., Barry Morgan, and Anita Jackson were in attendance.
- Client Service Standards Project - Laura Lacoursiere, Director of Administration, was chosen to lead this very important project. We have been very fortunate to have received funding from the Law Foundation for the first year of the project. Ms. Lacoursiere and Rhonda Hofmann from Central Office went to all of the area offices to discuss the project with staff. Ms. Hofmann provided additional support to staff in the area of computers. This project is scheduled for 3-5 years, and involves significant staff input in various committees looking at the following areas:
 - Efficient and Effective Service
 - Accessibility of Services
 - Client Satisfaction
 - Accountability - Performance Standards and Measures
- The Committees are working hard on these issues and all staff receive valuable updates through regular newsletters. We are looking forward to continuing the project in Year 2, and the Client Service Standards Implementation Project is an important Strategic Objective for the Commission.
- Duty Counsel Pilot Project - the Commission undertook an evaluation of the Duty Counsel project implemented in Regina and Saskatoon in 2001. It appears to be providing valuable services to clients who are detained in custody.
- Cree Court Project - the Commission has participated in the evaluation of the Legal Aid component of the Cree Court Project, and the final report is expected in summer of 2003. The Legal Aid component of this project is part of the overall evaluation of the Cree Court Project funded by Saskatchewan Justice, which continues through to 2004.
- The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust - The Law Foundation of Saskatchewan established a trust to assist the Commission. Last year, the Trust funded a project to consult with for Aboriginal Women through focus groups as part of the Commission's project on client service standards and a strategic objective of services to Aboriginal Clients.
- The continued input and dedication of staff and Commissioners will ensure the Saskatchewan Legal Aid Commission's success as we strive to provide quality client services which is effective, efficient, and in-line with the Commission's values.



Jane L. Lancaster, Q.C.
Chief Executive Officer



Members of the Saskatchewan Legal Aid Commission



Left to right (back row): Don Rosten, Rod Crook, Barry Morgan
Left to right (front row): Anita Jackson, Robert Gibbings, Debra Edin
Missing from Photo: Marilyn Hedlund

Members at March 31, 2003

Robert GIBBINGS, Q.C., Saskatoon, Chairperson

Rod CROOK, Regina
Debra EDIN, Melfort
Marilyn HEDLUND, Regina
Anita JACKSON, La Ronge
Barry MORGAN, Saskatoon
Donald ROSTEN, Saskatoon

Three Vacancies

Appointed by:

Lieutenant Governor in Council & Law Society of
Saskatchewan
Minister of Justice
Lieutenant Governor in Council
Minister of Social Services
Lieutenant Governor in Council
Law Society of Saskatchewan
Lieutenant Governor in Council

Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members - two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Department of Justice appointed by the Minister of Justice, and one member who is an employee of the Department of Social Services appointed by the Minister of Social Services.

The Strategic Plan 2002-2005

The Saskatchewan Legal Aid Commission initiated a strategic planning process in 2001 to identify and address the Commission's needs and issues and create a strategic framework and focus for the Commission. This resulted in the Saskatchewan Legal Aid Commission's Strategic Plan in March 2002. It was reviewed and revised in March 2003.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
Goal A: Work with Aboriginal People and Communities to shape legal services and set future directions.	Legal Directors will set a timetable to meet at least once annually with Bands, Tribal Councils, and Metis organizations in their areas to discuss local legal aid issues.	Legal Directors drafted a letter to be sent to all Aboriginal organizations within each Area Offices boundaries. Most offices had sent letters to the organization. A few meetings took place during the fiscal year.	Legal Directors will send letters to Aboriginal organizations inviting discussions. Strategies will be developed for those organizations who do not respond directly. Issues will be reported to the CEO. Follow-up plans will be developed.
	The CEO will review and make recommendations to the Commission regarding the findings of the Federal Project on Services to Aboriginal Peoples.	The Report recognized clients have a broader range of social needs, legal aid could develop closer relationships with other service providers, recognition of an inherent tension between the adversarial basis of the justice system and a collaborative approach, and the need for better co-ordination, contact and understanding.	Legal Directors will consider these issues as they continue to have ongoing discussions with Aboriginal organizations.
	A committee of the Commission, in consultation with staff, will outline a plan for initiating client focus groups with aboriginal women (in one each of the Remote, Urban and Rural areas) to seek their input on how to improve their access to legal aid services.	Combined with the work of the Client Satisfaction Committee of the Client Service Standards Implementation project, an external research firm was retained to conduct focus groups with Aboriginal women, focus groups with clients and personal interviews with clients.	The focus groups and personal interviews were conducted in May and June 2003, with a report expected in summer 2003. The results will be reviewed and considered in future planning.
	The CEO, in consultation with Saskatchewan Justice, will contribute to the development of the framework for evaluation of the Northern Cree Court.	Commission staff participated in the development of the evaluation framework and in the evaluation itself. The Commission received funding from Justice Canada for the first 20 months of the project to March 31, 2003.	Operational funding from the Saskatchewan government commenced April 1, 2003. Evaluation of the Legal Aid portion of the Cree Court project was completed effective March 2003. The evaluation of Cree Court continues until 2004.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
	The Employment Equity Committee will devise a timetable to determine strategies to achieve the employment equity target of 12.2% aboriginal employees.	At March 2003, the Commission employed 14 employees (10%) who self-declared as being Aboriginal.	Deferred to 2004-05
	The Professional Development Committee will develop a schedule and curriculum for regular cross cultural and aboriginal issues training to be used both as part of a new staff orientation and as a component of an ongoing professional development program.		Deferred to 2004-05
Goal B: Enhance Capacity for and access to Family Law Services	The CEO will report on the feasibility of assisting with the provision of family law services through a call (referral) centre.		The function of a call centre will be defined. Other legal aid plans will be consulted. Funding for a feasibility study will be sought.
	A committee of Legal Directors will determine the degree to which access to family law services is hampered by such things as geography, conflicts, and the unavailability of the private bar and will report to the CEO.	Area offices were surveyed.	Information from the client satisfaction research will be reviewed. Additional surveys will be considered.
	The CEO will review services for child protection clients provided by legal aid providers in other jurisdictions and will report her findings to the Commission.	Other legal aid plans were surveyed for projects undertaken. Projects are underway in Alberta, Manitoba and Ontario.	The evaluations of the projects in other provinces will be reviewed. Service options in Saskatchewan will be considered and developed if feasible.
	The number of maintenance orders attained by each Area Office will be increased.	The Enhanced Maintenance Order project commenced September 2002 and by year end 43 files had been opened with 18 of those closed. Overall, 768 monthly maintenance orders, with an annual value of almost \$3 million, were reached. This was 18 more than the previous year.	Objective is now operational.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
	The CEO and individual Legal Directors will work together to implement, where appropriate, family law specialization in Area Offices and will study the feasibility of creating stand alone family law offices.		Deferred to 2004-05
Goal C: Enhance our Areas of Service	Review and update or rationalize Legal Aid guidelines.		Deferred to 2004-05
	Determine the cost implications of an enhancement in the range of services offered.		Deferred to 2004-05
	The CEO and the Legal Directors will identify options for flexible intake procedures to improve access to services.		Deferred to 2004-05
	Determine ways to re-engage the private bar in Legal Aid services.		Deferred to 2004-05
	Explore innovative ways of providing access to clients using 'new' technology.	Area Offices were surveyed. An inventory of the Commission's current technology was updated.	SaskTel will be approached concerning toll-free access for restricted phone access clients. The Commission will monitor pilot projects using video-taped proceedings. The Commission will explore an enhanced web site.
	The Commission will implement the findings of the Client Service Standards Report.	With funding from the Law Foundation of Saskatchewan, a Project Manager commenced in September 2003. Six staff committees began work on the Intake Process, File Management, Computer Supported Business Processes, Accessibility, Client Satisfaction and Accountability (Performance Standards and Measures)	Additional project funding will be sought. In addition to the ongoing work of the initial committees, two additional projects will commence in 2003-04: Development of a Competency Framework and Development of a comprehensive Professional Development Plan. In 2004-05, discussions will begin on performance management measures.
Goal D: Improve the Work Environment	The CEO will seek the input of the Legal Directors regarding management development plans.	Issues and options were identified.	The results of the Competency Framework and Professional Development Plan will be reviewed.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
	The CEO and a Commission sub-committee will revise and improve the employee recognition program.	The previous recognition program was suspended and a more individualised approach will be developed and implemented by the CEO.	Completed and operational.
	The Professional Development Committee will revise (or develop if necessary) an orientation program for new employees.	An Orientation Manual for new employees was developed and distributed to each Area Office.	Completed and operational
	The Professional Development Committee will provide the CEO with an outline of a comprehensive Professional Development plan.		The results of the Competency Framework and Professional Development Plan will be reviewed.
	A committee of Legal Directors will identify issues regarding staff leaves to the CEO.	A report on types of leaves and issues was reviewed by Legal Directors. Further discussions will focus on recruitment, retention and retirement of staff.	Completed.
	A committee of Legal Directors and the CEO will investigate strategies to cut down on the need for staff travel.		Deferred to 2004-05
	The Commission may invite staff committees to report their project recommendations and results directly to the Commission.	The Chair and CEO will review this as necessary.	Completed and operational
	The CEO will make recommendations to the Commission regarding a compensation policy similar to that of other Saskatchewan Justice employees.	The in-scope employees Job Evaluation Plan was implemented in March 2002. The out-of-scope employees Job Evaluation Plan was implemented in fall 2002.	Completed and operational
	The CEO and a committee of Legal Directors will develop a strategy to deal with the recruitment, retention and retirement of staff.		Current strategies will be reviewed and reconsidered.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
Goal E: Continue to provide and enhance criminal law services to young offenders and adults.	Review and continue to consider the implications of the <i>Youth Criminal Justice Act</i> (YCJA), and participate on the YCJA Implementation Committee.	Many staff were sent to several training sessions on the new YCJA. A letter was sent to the Minister of Justice recommending the presumptive age in Saskatchewan be 16, however it was set at 14. Staff participated in several discussions regarding the implementation of the new Act.	Area Offices will be surveyed regarding the effect of the new Act on legal aid services. New time tracking methods will be developed.
	Continue Legal Aid's participation in the development of the Youth Services Model.	The Prince Albert and Regina pilot projects are ongoing and staff have been involved in their operation.	Completed and operational.
	Develop an integrated Saskatchewan model for the delivery of legal services to all young offenders, which will utilize a 'youth team' approach wherever feasible.		Deferred to 2004-05
	Provide opportunities for staff to develop expertise in complex, serious criminal matters and encourage the sharing of that expertise.		Deferred to 2004-05
	The CEO and Legal Directors will assess our methods of dealing with appeals.		Deferred to 2004-05
Goal F: Enhance understanding of the roles and contributions of the legal aid system	Develop and implement a comprehensive strategic communications strategy.		A plan will be developed to include strategies for both internal and external communications.
	The CEO and a committee of Legal Directors will collect and review statistics currently kept by SLAC, by related governmental agencies, and by extra-provincial agencies and will determine what statistics we should gather and what procedures we should use to do so.	Staff reviewed current practices and surveyed Area Offices.	Information will continue to be reviewed and considered. Training strategies will be considered.

Goals	Objectives	Progress in 2002-03	Next Steps for 2003-04 and 2004-05
	The CEO and a committee of the Commission will investigate and report to the Commission regarding sources of non-governmental funding (corporate sponsorship, public/private partnerships, partnering with other government agencies, etc.) for special projects.		Deferred to 2004-05

Financial Overview

Sources of Funding

In 2002-03, The Saskatchewan Legal Aid Commission received funding from five sources:

- Funds appropriated by the Provincial Government through Saskatchewan Justice.
- Grant from The Law Foundation of Saskatchewan for a special project
- Grant from The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust for a special project
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Contribution from Justice Canada for a special project

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth).

Distribution of Funding

In 2002-03, The Saskatchewan Legal Aid Commission's budget of \$12 million was divided into the two general areas of direct legal service and administration. The table on the next page shows the distribution.

Significant Pressures on The Saskatchewan Legal Aid Commission's Budget

The Saskatchewan Legal Aid Commission cannot control the volume of caseload as demand is often driven by external factors, such as:

- the economy, poverty and unemployment levels;
- introduction of new federal or provincial legislation;
- crime rates;
- Supreme Court of Canada decisions regarding the provision of duty counsel advice services; disclosure and delays in Court, and decisions concerning professional conflict of interest.

Other significant cost pressures during the year included:

- increased use of the private bar due to difficulty in recruiting lawyers in specific geographic areas such as Meadow Lake, La Ronge, Melfort and The Battlefords;
- increased use of the private bar for other staff vacancies;
- implementation of a joint Union/Management Job Evaluation Plan and Out-of-Scope Job Evaluation Plan retroactive to October 1, 2000;
- increased use of expert witnesses.

Asset Management and Protection

Personnel: The emphasis on personnel is promoted by development of skills and knowledge that increase productivity, effectiveness, and job satisfaction. Each Area Office has appointed an Occupational Health Committee or Representative.

Capital Assets: The Commission maintains a budget that provides for the acquisition of new assets as they are consumed or become obsolete. Acquisition and disposal of assets are managed with a schedule updated annually and supported by physical counts.

Electronic Data: This includes word processing files, database files, financial, payroll, and other systems. Electronic data and files are protected with daily and weekly backup procedures and off-site storage of weekly backups. The Commission is developing a Security Plan in conjunction with other potential users of Saskatchewan's Community Net.

Financial Overview (Continued)

	2001-02 Actual (in \$'000s)	2002-2003 Planned (in \$'000s)	2002-03 Actuals (in \$'000s)	2003-04 Planned ¹ (in \$'000s)
Revenue:				
Appropriation	\$11,415	\$11,915	\$11,915	\$12,659
Other	\$329	\$339	\$296	\$230
Total	\$11,744	\$12,254	\$12,211	\$12,889
Expenditure:				
Direct Legal Service ²	\$10,104	\$10,400	\$10,663	\$10,910
Administration ³	\$1,645	\$1,582	\$1,501	\$1,858
Purchase of Capital Assets ⁴	---	\$97	---	\$89
Investment in Capital Asset Adjustments ⁵	\$156	---	\$75	---
Total	\$11,905	\$12,079	\$12,239	\$12,857
Excess (Deficiency) of Revenue over Expenditure	(\$161)	\$175	(\$28)	\$32
Staffing Resources:				
Lawyers	70	72	72	72
Legal Assistants	16	16	16	16
Support Staff/Administration	52	52	53	53
Total staffing	138	140	141	141

This chart does not include any adjustments made in the Capital Assets Fund.

¹ Actual results for 2003-04 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.

² Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.

³ Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.

⁴ Purchase of Capital Assets are included in the planned activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.

⁵ Investment in Capital Asset Adjustments include the consumed cost of capital assets and loss on disposal of capital assets. These non-monetary adjustments are included with the financial reporting of the Commission on the Statement of Operations and are excluded in the planned activities of the Commission.

Statistical Summaries

<i>Please refer to Glossary of Terms</i>	2002-03	2001-02	2000-01	1999-2000	1998-99
CLIENT SERVICES					
Applications Received	20,732	22,213 ¹	23,530	23,320	23,981
Full Service Applications:					
Federal Criminal (Adult)	11,062	11,951 ¹	13,188	13,711	12,939
Federal Criminal (Youth)	3,133	3,644	3,386	2,704	4,015
Family	4,919	5,079	5,470	5,470	5,425
Civil	3	2	2	2	5
Provincial Offences	2	1	11	4	17
Total Full Service Applications	19,119	20,677	22,057	21,891	22,401
Duty Counsel Project Service (Regina and Saskatoon)	3,152	2,075 ¹	---	---	---
Applications Refused Service	1,613	1,536	1,473	1,429	1,580
Appeals against Refused Applications	371	309	305	303	339
Appeals to the Civil Appeals Committee	7	6	7	7	9
Summary Service or Advice	4,523	5,968	6,217	5,816	6,210
Cases Completed and Closed by Staff:					
Federal Criminal (Adult)	10,673	12,754	12,323	12,561	11,456
Federal Criminal (Youth)	3,211	3,677	3,164	2,444	4,057
Family	4,546	5,046	4,913	4,832	5,506
Civil	3	2	2	2	19
Provincial Offences	0	10	8	5	1
Total Cases Completed and Closed by Staff	18,433	21,489	20,410	19,844	21,039
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	623	1,174	734	795	367
Cases closed by the Private Bar: Federal Criminal (Adult & Youth)	833	944	794	512	467
Cases assigned to the Private Bar: Family	180	326	299	374	783
Cases closed by the Private Bar: Family	301	251	424	495	828
Duty Counsel Advice Service	10,679	10,561	10,061	8,602	8,435
Incoming Reciprocal Applications	70	100	111	117	94
Outgoing Reciprocal Applications	94	122	152	158	153

¹ A duty counsel pilot project for adults detained in-custody commenced in Regina on April, 2001 and in Saskatoon September, 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal (Adult)".

Financial & Other Resources

	2002-03	2001-02	2000-01	1999-2000	1998-99
Revenue	\$12,210,683	\$11,743,672	\$11,052,207	\$10,689,807	\$9,953,010
Expenses	\$12,333,086	\$11,943,396	\$10,951,030	\$10,519,432	\$10,158,876
Excess (Deficiency) of Revenue over Expenditures	(\$122,403)	(\$199,724)	\$101,177	\$170,375	(\$205,866)
Investment in Capital Assets	\$386,789	\$481,034	\$519,964	\$482,444	\$385,484
Unrestricted Assets, end of year	(\$202,952)	(\$174,794)	(\$14,000)	(\$77,657)	(\$151,072)
Contribution of the Federal Government - Adult Criminal and Young Offenders ¹	\$2,831,593	\$2,831,346	\$2,489,590	\$2,480,516	\$2,465,120
Per Capita Expenditures on Legal Aid	\$11.80	\$11.72	\$10.77	\$10.25	\$9.89
Number of Employees	141	138	139	132	133
Number of members of the Private Bar actively involved in providing services under <i>The Legal Aid Act</i>	165	181	184	231	198

¹ According to Saskatchewan Justice records

Caseload by Area Office 2002-03

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal - adult matters (57.9%). This is followed by family matters (25.7%), and federal criminal - youth matters (16.4%).
- The number of full service applications decreased by 7.5% compared to the previous year. However when the duty counsel pilot projects in Saskatoon and Regina were included, the total clients served decreased by 481 or 2.1%.
- Compared to the previous year, the family law area decreased by 160 cases (3.2%), while service for criminal law (both adult and youth and the duty counsel pilot project in Saskatoon and Regina) matters decreased by 323 cases (1.8%).
- About 37% of the clients are female, 63% are male. In criminal matters, 77% were male and 23% female. In family matters, 28% were male and 72% female.
- About 71.6% of applicants are receiving social assistance.
- Approximately 70.5% of full service applicants have identified themselves as of Aboriginal descent (56.6% are Status Indian, 3.1% Non-status Indian, 10.8% Metis, and 0.03% as Inuit).
- A duty counsel pilot project for adults detained in-custody commenced in Regina on April, 2001 and in Saskatoon September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal - Adult"

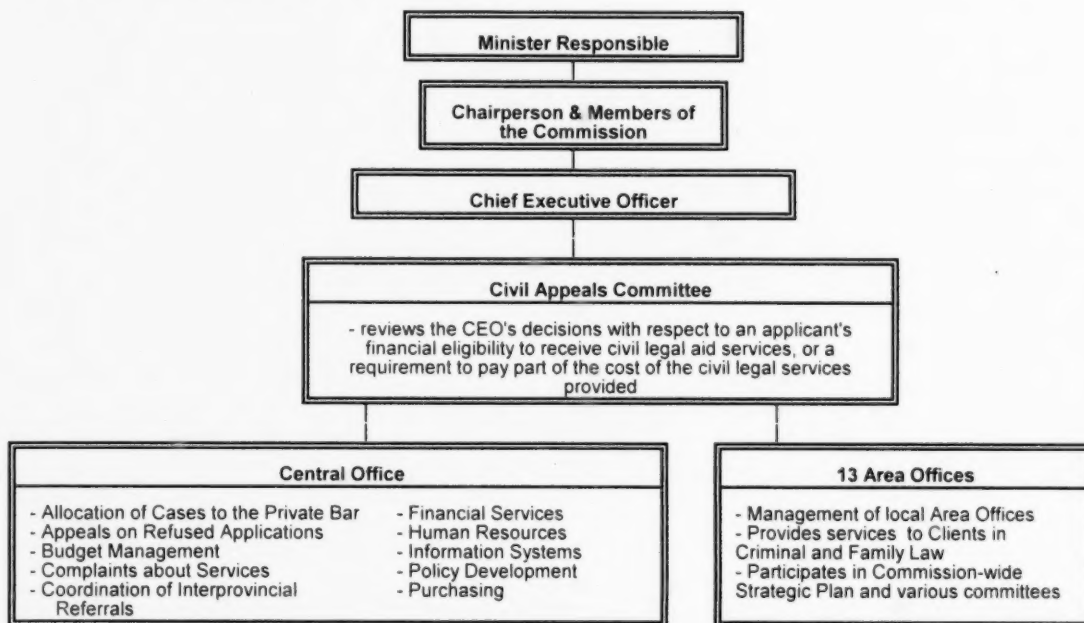
Please refer to Glossary of Terms

AREA OFFICE	Federal Criminal - Adult	Federal Criminal - Youth	Family	Civil	Provincial Office	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central										9 709 ¹
Battlefords	1 057	214	346	0	0	1 617		1 696	9	0
Meadow Lake	1 067	198	228	0	0	1 493		1 500	348	25
Melfort	345	115	151	0	0	611		586	115	2
Moose Jaw	324	63	313	0	0	700		638	77	0
Northern	912	408	254	0	1	1 575		1 518	305	140
Prince Albert	2 458	251	561	0	0	3 270		2 962	1 092	2
Regina City	1 399	576	953	1	0	2 929	1 295	2 790	1 041	377
Regina Rural	884	128	547	0	0	1 559		1 242	305	30
Saskatoon City	1 190	806	675	2	0	2 673	1 857	2 822	239	163
Saskatoon Rural	409	78	361	0	0	848		879	243	0
South East	237	30	147	0	1	415		426	544	60
Swift Current	112	26	136	0	0	274		203	185	42
Yorkton	658	240	247	0	0	1 155		1 171	20	129
Total Full Service Applications	11 062	3 133	4 919	3	2	19 119				
Duty Counsel Pilot Project Service	3 152						3 152			
Total Closed Cases	10 673	3 211	4 546	3	0			18 433		
Summary Advice	2 026	183	2 064	169	81				4 523	
Duty Counsel Advice Service	8 279	2 018	7	3	372					10 679

¹ This service is provided by private lawyers on contract.

Management Structure

As of March 31, 2003, The Saskatchewan Legal Aid Commission employed 141 people:
133 at Area Offices & 8 at Central Office



Left to right:
(Back Row) Rob Mackenzie, Adrian McBride, Pamela Cuelenaere, Don Mullord, Mervyn Shaw, Jerome Boyko, David Bright,
(Front Row) Laura Lacoursiere, David Andrews, Rosanne Newman, Janice Lawrence, Jane Lancaster, Michael Ryan, Barry Treacy, Heather Dootoff
Missing from Photo: Dulcy McLaughlan, James Struthers

Offices of the Saskatchewan Legal Aid Commission

Saskatchewan Legal Aid Commission

Central Office

#502 - 201 21st Street East

SASKATOON SK S7K 2H6

Phone 933-5300 FAX 933-6764

Toll Free: 1-800-667-3764

E-Mail: central@legalaidsk.ca

Chief Executive Officer: Jane Lancaster, Q.C.

Saskatchewan Legal Aid Commission

Saskatoon City Area Office

10th Floor, Sturdy Stone Centre

122 Third Avenue North

SASKATOON SK S7K 2H6

Phone 933-7820 FAX 933-7827

Toll Free: 1-877-424-1898

Legal Director: Dulcy McLaughlan

Saskatchewan Legal Aid Commission

Meadow Lake Area Office

Unit #3, 101 Railway Place

MEADOW LAKE SK S9X 1X6

Phone 236-7636 FAX 236-7634

Toll Free: 1-800-461-8188

Legal Director: Rosanne Newman

Saskatchewan Legal Aid Commission

Prince Albert Area Office

Box 3003, 11th Floor, McIntosh Mall

800 Central Avenue

PRINCE ALBERT SK S6V 6Z2

Phone 953-2850 FAX 953-2866

Toll Free: 1-877-424-1900

Legal Director: Pamela Cuelenaere

Saskatchewan Legal Aid Commission

Northern Area Office

Box 5000

Mistasihk Place, 1328 La Ronge Avenue

LA RONGE SK S0J 1L0

Phone 425-4455 FAX 425-4472

Toll Free: 1-800-667-4095

Legal Director: Rob Mackenzie

Acting Director: Kimberly Earing

Saskatchewan Legal Aid Commission

South East Area Office

Main Floor, 1302 3rd Street

ESTEVAN SK S4A 2V6

Phone 637-4620 FAX 637-4625

Toll Free: 1-877-424-1903

Legal Director: James Struthers

(Sub-office address):

Box 2003, 110 Souris Avenue

WEYBURN SK S4H 2Z9

Phone 848-2341 FAX 848-2562

Toll Free: 1-877-424-1907

Saskatchewan Legal Aid Commission

Swift Current Area Office

3rd Floor, 350 Cheadle Street West

SWIFT CURRENT SK S9H 4G3

Phone 778-8272 FAX 778-8307

Toll Free: 1-877-424-1905

Legal Director: Adrian McBride

Saskatchewan Legal Aid Commission

Regina City Area Office

2nd Floor, 1942 Hamilton Street

REGINA SK S4P 2C5

Phone 787-8760 FAX 787-8827

Toll Free: 1-877-424-1897

Legal Director: Michael Ryan, Q.C.

Saskatchewan Legal Aid Commission

Saskatoon Rural Area Office

9th Floor, Sturdy Stone Centre

122 Third Avenue North

SASKATOON SK S7K 2H6

Phone 933-7855 FAX 933-7854

Toll Free: 1-877-424-1899

Legal Director: Donald Mullord

Saskatchewan Legal Aid Commission

The Battlefords Area Office

Main Floor, Provincial Building

1192 102nd Street

NORTH BATTLEFORD SK S9A 1E9

Phone 446-7700 FAX 446-7598

Toll Free: 1-877-441-4418

Legal Director: Janice Lawrence, Q.C.

Saskatchewan Legal Aid Commission

Melfort Area Office

P.O. Box 6500

3rd Floor, 105 Crawford Avenue East

MELFORT SK S0E 1A0

Phone 752-6220 FAX 752-6127

Toll Free: 1-877-424-1901

Legal Director: Barry Treacy

Saskatchewan Legal Aid Commission

Moose Jaw Area Office

#113 - 110 Ominica Street West

MOOSE JAW SK S6H 6V2

Phone 694-3700 FAX 694-3738

Toll Free: 1-877-424-1902

Legal Director: Mervyn Shaw

Saskatchewan Legal Aid Commission

Yorkton Area Office

41 Broadway West

YORKTON SK S3N 0L6

Phone 786-1440 FAX 786-1405

Toll Free: 1-877-424-1904

Legal Director: David Bright

Saskatchewan Legal Aid Commission

Regina Rural Area Office

438 Victoria Avenue East

REGINA SK S4P 3V7

Phone 787-1141 FAX 787-2316

Toll Free: 1-877-424-1906

Legal Director: David Andrews, Q.C.

Management's Responsibility for the Financial Statements

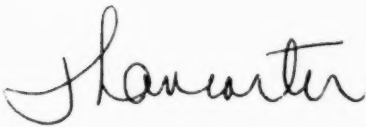
Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

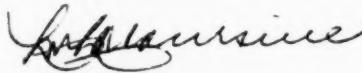
- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;
- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings. The members of the Commission have also reviewed the financial statements with representatives of management.

The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2003, and the statement of operations and changes in net assets, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.



Jane L. Lancaster, Q.C.
Chief Executive Officer



Laura Lacoursiere, B.Comm., CMA,
FCMA,
Director of Administration



Jerome Boyko, B.Comm., CA,
Director of Financial
Management

Saskatoon, Saskatchewan
May 14, 2003

Auditor's Report

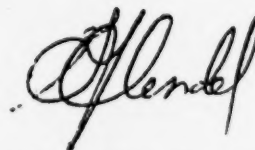
To the Members of the Legislative Assembly
of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2003 and the statement of operations and changes in net assets, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Regina, Saskatchewan
May 14, 2003

Fred Wendel, CMA, CA
Provincial Auditor

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	<u>2003</u>	<u>2002</u>
ASSETS		
Current		
Cash	\$ 225,948	\$ 302,295
Accounts receivable	83,501	184,444
Prepaid expense	<u>96,911</u>	<u>83,243</u>
Total current assets	406,360	569,982
Capital assets (Note 4)	<u>386,789</u>	<u>481,034</u>
	<u><u>\$ 793,149</u></u>	<u><u>\$ 1,051,016</u></u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 529,380	\$ 744,776
Deferred contributions (Note 6)	<u>79,932</u>	<u>---</u>
Total current liabilities	609,312	744,776
NET ASSETS		
Investment in capital assets fund	386,789	481,034
Unrestricted	<u>(202,952)</u>	<u>(174,794)</u>
	<u>183,837</u>	<u>306,240</u>
	<u><u>\$ 793,149</u></u>	<u><u>\$ 1,051,016</u></u>

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
Year Ended March 31

	2003			2002	
	Operating Fund Budget (Note 12)	Operating Fund Actual	Investment in Capital Assets Fund Actual	Total	Total
Revenue: (Note 2)					
Department of Justice	\$ 11,915,000	\$ 11,915,000	\$ ---	\$ 11,915,000	\$11,415,000
Grants	223,500	211,902	---	211,902	204,032
Other	115,000	83,781	---	83,781	124,640
	<u>12,253,500</u>	<u>12,210,683</u>	<u>---</u>	<u>12,210,683</u>	<u>11,743,672</u>
Expenses:					
Salaries and employee benefits	8,987,268	9,029,991	---	9,029,991	8,428,675
Central Office administrative (Schedule 1)	330,487	282,537	26,030	308,567	393,330
Area Office administrative and operating expenses (Schedule 1)	1,251,594	1,218,294	135,793	1,354,087	1,434,593
Provision of legal services	771,000	978,925	---	978,925	1,073,416
Other legal expenses	171,157	200,059	---	200,059	162,172
Travel	470,500	454,056	---	454,056	439,591
Loss on disposal of fixed assets	---	---	7,401	7,401	11,619
	<u>11,982,006</u>	<u>12,163,862</u>	<u>169,224</u>	<u>12,333,086</u>	<u>11,943,396</u>
Excess (deficiency) of revenue over expenses	271,494	46,821	(169,224)	(122,403)	(199,724)
Fund Balances, beginning of year	(174,794)	(174,794)	481,034	306,240	505,964
Transfer between funds (Note 13)	(96,700)	(74,979)	74,979	---	---
Fund Balances, end of year	<u>\$ ---</u>	<u>\$ (202,952)</u>	<u>\$ 386,789</u>	<u>\$ 183,837</u>	<u>\$ 306,240</u>

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
As at March 31

Statement 3

	<u>2003</u>	<u>2002</u>
Cash provided by (used in)		
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses		
Operating Fund (Statement 2)	\$ 46,821	\$ (5,255)
Net change in non-cash working capital (note 10)	<u>(48,189)</u>	<u>(276,918)</u>
Net cash provided by operating activities	(1,368)	(282,173)
INVESTING ACTIVITIES		
Purchase of Capital Assets	<u>(74,979)</u>	<u>(155,539)</u>
Net decrease in cash	(76,347)	(437,712)
Cash, beginning of year	<u>302,295</u>	<u>740,007</u>
Cash, end of year	<u><u>\$ 225,948</u></u>	<u><u>\$ 302,295</u></u>

(See accompanying notes to the financial statements)

**THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2003**

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission. The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Department of Justice for the provision of legal services.

Investment in Capital Assets Fund (restricted assets)

Investment in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants designated for the acquisitions of capital assets. The Commission would also impose a restriction that any capital purchases made with operating funds would be recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Library	33 1/3% per annum

2. Revenues

The following are included in revenue:

a) Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

b) Restricted contributions related to capital assets are recognized as revenue of the investment in capital assets fund in the year received or receivable.

3. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2003 amounted to \$410,639 (2002 - \$389,696).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

4. Capital Assets

Capital assets are comprised of the following amounts:

	2003			2002		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	\$ 1,115,050	\$ 746,458	\$368,592	\$ 1,119,095	\$ 688,099	\$ 430,996
Library	1,003,194	984,997	18,197	1,087,555	1,037,517	50,038
	<u>\$2,118,244</u>	<u>\$ 1,731,455</u>	<u>\$386,789</u>	<u>\$ 2,206,650</u>	<u>\$ 1,725,616</u>	<u>\$ 481,034</u>

5. Accounts Payable and Accrued Liabilities

	2003	2002
Supplies and services	\$ 64,918	\$ 95,247
Accrued private solicitors' fees	320,233	514,137
Employee salaries and benefits	144,229	135,392
	<u>\$ 529,380</u>	<u>\$ 744,776</u>

6. Deferred Contributions

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2003	2002
Balance, beginning of year	\$ ---	\$ ---
Add: Grant contributions received in the year		
Law Foundation of Saskatchewan	112,000	---
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	15,000	---
Less: Amounts recognized as revenue in the year	(47,068)	---
Balance, end of year	<u>\$ 79,932</u>	<u>\$ ---</u>

7. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown Corporations, departments, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates, which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2003	2002
Expenses	\$ 999,126	\$ 996,095
Accounts payable	15,850	14,627
Accounts receivable	10,000	116,000

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2003	2002
Expenses	\$ 298,111	\$ 284,332
Other Revenue	12,915	26,487
Accounts payable	2,756	10,981

In addition, the Commission pays provincial sales tax on all its taxable purchases. The Commission also received transcripts without charge from the Department of Justice, Transcript Services.

During the year, the Commission made a payment in the amount of \$21,155 (2002 - \$21,155) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund. The intent of this fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949 in accordance with the Collective Bargaining Agreement. The increased premium costs are initially paid by the Commission and for 2003 the Fund reimbursed the Commission \$29,828 (2002 - \$36,649) for the increased premium costs.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust. The Trust has been established with an endowment to assist in the Commission's mandate by:

- improving access to justice for persons whose own financial resources are inadequate;
- enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
- providing funds for research in legal and social areas related to legal aid and access to justice, or
- assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of \$1,100,000 has been provided to the trust and only the net income from the trust is available for the beneficiaries. During the year the trust provided a grant to the Commission in the amount of \$15,000.

The trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the trust at no fee.

10. Net Change in Non-Cash Working Capital Balances Related to Operations

	2003	2002
Decrease (increase) in accounts receivable	\$ 100,943	\$ (176,041)
(Increase) decrease in prepaid expenses	(13,668)	459
Increase in deferred revenue	79,932	---
(Decrease) in accounts payable and accrued liabilities	(215,396)	(101,336)
Net change in non-cash working capital balances related to operations	\$ (48,189)	\$ (276,918)

11. Financial Instruments

Financial instruments consist of:

Cash
Accounts receivable
Accounts payable

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments that may affect the amount, timing and certainty of future cash flows.

b) The carrying value of the financial instruments approximate fair value due to their immediate or short-term nature.

12. Budget

These amounts represent the budget approved by members of The Saskatchewan Legal Aid Commission.

13. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Capital Fund \$74,979 (2002 - \$155,539) for the purchase of capital assets.

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2003		2002
	Budget	Operating Fund Actual	Operating Fund Actual
Central Office Administrative			
Leased accommodation	\$ 44,181	\$ 35,844	\$ 35,603
Telephone	19,400	14,066	14,610
Computer Maintenance and Support	14,133	55,426	25,321
Postage	7,200	8,026	7,916
Stationery and office supplies	9,700	5,863	7,322
Periodicals	4,050	3,550	3,401
Photocopying	3,602	3,343	3,618
Other operating expenses	228,221	156,419	278,893
Total Central Office Administrative	<u>\$ 330,487</u>	<u>\$ 282,537</u>	<u>\$ 376,684</u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 742,500	\$ 724,811	\$ 732,012
Telephone	130,600	124,372	129,688
Computer Maintenance and Support	87,901	38,599	64,851
Postage	34,800	31,446	31,321
Stationery and office supplies	75,300	81,068	72,593
Periodicals	22,450	20,116	22,875
Photocopying	39,398	39,140	38,362
Other operating expenses	118,645	158,742	176,687
Total Area Office Administrative and Operating Expenses	<u>\$ 1,251,594</u>	<u>\$ 1,218,294</u>	<u>\$ 1,268,389</u>

Appendix I - Additional Supplementary Information (unaudited)
Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$2,500 or more.

Albert, Alice	\$33,107	Johnson, James	\$83,089
Anderson, Evelyn	52,652	Johnston, Gladys	42,807
Andrews, David	91,682	Johnston-Dyck, Celia	42,694
Armstrong, David	85,560	Josephson, Gene	86,591
Armstrong, Kim	52,042	Kennard, Dianne	33,107
Arnott, Fran	33,107	Kergoat, Roger	86,591
Bartlett, Cheryl	33,107	Kirkham, Barbara	35,493
Baumgartner, Pearl	86,591	Kowalik, May	39,979
Bay, Barb	33,107	Kowalski, Elaine	42,807
Beckie, Samuel	86,591	Krasowski, Beverly	33,343
Bercovich, Norman	83,089	Lacoursiere, Laura	81,348
Bernier, Sharon	32,679	Lancaster, Jane	108,234
Blais, Darrell	88,151	Lane, Jacqueline	25,424
Boechler, Cheryl	42,807	Laporte, Rodney	83,089
Bohachik, Catherine	74,367	Larson, Geraldine	42,807
Bordessa, Lynda	83,089	Lavallee, Pauline	38,294
Borkowsky, Viola	18,044	Laviolette, Kim	35,507
Boyko, Jerome	64,242	Lawrence, Janice	91,682
Bright, David	91,682	Layton, Erin	52,278
Burns, Peter	81,904	Lechner, Kelly	42,807
Calderbank, Jennifer	55,986	Lechner, Valerie	36,377
Campbell, Bruce	86,591	Leibel, Lynette	33,292
Carman, Anna	33,107	Leinenweber, Nicole	52,306
Chery, Cynthia	26,264	Llewellyn, Matthew	59,480
Clifford, Maureen	20,988	Loader, Barbara	30,389
Covert, Colleen	36,049	Lubyk, Jeff	55,986
Crookshanks, Grant	86,591	Mackenzie, Robert	70,547
Cuelenaere, Pamela	94,658	MacKinnon, Donald	83,089
Dahlby, Brenda	86,441	McBride, Adrian	91,682
Dootoff, Heather	14,817	McGuire, Allan	86,591
Dove, Graham	86,591	McHenry, Tracey	33,107
Dubiel, Audrey	32,679	McLauchlan, Dulcy	56,658
Dukart, Tia	6,165	McLean, Angus	53,189
Durbin, Dorothy	20,201	McLean, Mavis	42,807
Earing, Kimberly	15,510	McMahon, Jill	86,591
Eichorn, Wrahnda	33,107	McNeill McCrea, P.	55,986
Ell, Anita	15,654	Maeder, Corinne	74,267
Faris, Shirley	42,807	Magnusson, Lynne	42,807
Freriks, Brenda	26,786	Mailhot, Lorie	6,288
Gale, Heather	35,507	Maloney, Catherine	86,591
Gattinger, Brenda	33,343	Martin, Margaret	38,294
Gee, Philip	39,386	Martynook, Patricia	36,219
Gibbings, Robert	2,555	Mayer, Richard	86,591
Glavas, Helga	33,107	Mazuren, Michelle	32,609
Godson, Kathy	24,527	Melin, Jacqueline	44,685
Gonzo, David	79,439	Mullord, Donald	91,703
Gottselig, Audra	21,728	Newman, Rosanne	58,342
Grand, Tammy	33,107	Orlowski, Anthony	86,591
Green, Ross	21,966	Oscar, Linda	6,801
Grimsrud, Robert	78,325	Pappas, Maria	43,296
Haid, Debra	86,591	Pethick, Laurel	36,219
Harvey, Valerie	55,474	Pirot, Olive	42,807
Healy, Kearney	86,591	Reich, Lorraine	33,458
Hedley, Faith	3,350	Reis, Patrick	86,591
Hockey, Lori	25,752	Rheindel, Mary Lou	33,107
Hoffart, Janice	32,679	Ritter, Bruce	87,498
Hofmann, Rhonda	41,156	Robert, Alice	65,597
Hopkins, Debra	55,758	Rothecker, Corinne	13,150
Howie, Bernice	33,107	Ryan, Michael	94,224

Personal Services - concluded

Schmidt, Doreen	\$36,884
Schweitzer, Leanne	30,115
Sebelius, Lorraine	36,219
Secundiak, Angeline	42,807
Shaw, Mervyn	91,682
Siever, Shirley	36,219
Sim, Norma	86,591
Sink, Pauline	22,533
Soder, Kelly	49,869
Soder, Michael	77,575
Soroka, Darrel	83,386
Stanley, Shannon	32,890
Struthers, James	92,130
Sudom, Grant	39,386
Svendsen, Linda	36,282
Talbot, Tanis	53,662
Tangeman, Carol	32,861
Thurlow, George	86,591
Tkachuk, Gloria	27,159
Tondevoid, Pat	86,591
Towstego, Wanda	53,474
Treacy, Barry	91,682
Tuchscherer, Tina	3,165
Van de Kamp, Louise	28,229
Vancoughnett, Doreen	45,207
Weber, Myron	83,089
Whitrow, Marilyn	33,107
Wilhelm Skopyk, Lisa	79,682
Wood, Linda	55,996
Zakowsky, Aline	33,107

Payees under \$2,500	12,302
Salary Adjustments, refunds	54,602
Increase in accrued liabilities	<u>8,837</u>
	<u>\$7,839,734</u>

Suppliers and Other Payments (unaudited)

Listed are payees who received \$20,000 or more for the provision of goods and services, including office supplies, legal services, communications, contracts, equipment, and other expenditures.

Andrews Benko Law Office	\$45,647
Bell Law Office	44,719
Bendig Law Office	46,750
Timothy Brown Law Office	34,525
Dumonceaux, Ronald	65,000
Eggum Abrametz & Eggum Law Office	34,299
Great-West Life Assurance Company (employer costs)	225,286
In Accord	28,350
Law Society of Saskatchewan	85,918
Loewen Klassen Law Office	34,799
Manulife Financial	410,638
MacDermid Lamarsh Law Office	24,869
Mills Wilcox Zuk Law Office	48,331
Morgan Khaladkar Skinner Law Office	33,212
Paradigm Consulting Group Inc.	101,185
Receiver General for Canada - Canada Pension Plan	220,358
Receiver General for Canada - Employment Insurance	138,510
Roe & Company	172,562
Saskatchewan Lawyers Insurance Association	65,050
Saskatchewan Property Management Corporation	1,051,963
SaskTel	155,482
Saskatchewan Workers' Compensation Board	70,657
Scott Ludlow Fehr Law Office	30,857
Semaganis Worme & Missens Law Office	26,406
Sirounis, James Law Office	20,842
SLAC Benefit Plan Surplus Fund	21,155
Stephens Law Office	31,431
Eleanore Sunchild Law Office	48,358
Thair Armitage Law Office	55,956
Transwest Air	185,076
University of Regina	25,000
WBM Office Systems	28,363
Payees under \$20,000	801,221
Increase in prepaid expenses	(13,668)
Decrease in Accounts Receivable	<u>0</u>
	<u>\$ 4,399,107</u>

Appendix II

A Glossary of Terms

Accrued vacation pay - Value of employee vacation leave entitlement earned but not taken.

Application - refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

Appeal - refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

Appeal against refusal - refers to an appeal of a refused application for legal services.

Civil matters - refers to all other civil proceedings that are not of a family nature.

Contribution - refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

Coverage or range of service restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Duty Counsel Project service - refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services. Commencing in 2001-02, this project was provided to adults in-custody for Provincial Court at Regina and Saskatoon.

Duty counsel advice service - immediate, although temporary advice by telephone to arrested or detained persons, irrespective of financial status (per the *Brydges* decision of the Supreme Court of Canada).

Family matters - refer to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal criminal matters (adult) - refers to applications for matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal criminal matters (youth) - refers to applications for matters under the *Young Offenders Act* and effective April 1, 2003, the *Youth Criminal Justice Act*.

Financial ineligibility - refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full service application - refers to an application that is granted legal services.

Interprovincial reciprocity agreement - refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

Merit, lack of - refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

Merit, professional - some or all of the following are considered:

- is this case one that a reasonable person of modest means would commence or defend?
- are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- what is the seriousness of the legal or economic outcomes?
- what are the potential benefits to the client?
- is there a possible defence to a charge?
- has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- has the client accepted reasonable professional advice from the assigned lawyer?

Non-compliance/abuse - refers to refusals based on an applicant's prior or current experience with The Saskatchewan Legal Aid Commission. Included are applications where the services applied for are abusive of the legal process or failure to cooperate with the lawyer.

Prepaid expenses - Payments made during the year that relate to goods and services that will not be received until subsequent fiscal years (includes items such as professional dues, memberships and subscriptions).

Provincial offence matters - refers to applications for matters under provincial statutes, such as *Alcohol Control Act*, *Wildlife and Parks Act*, or *Highway Traffic Act*.

Range of service or coverage restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Reciprocal application - see Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application - refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary advice or service - refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.

